



Sustainable Development: Assessing the Role of Corporate and Private Sector Organizations in Southwest, Nigeria: A Case Study

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Abstract: This study critically examined the role of corporate and private sector entities in fostering sustainable development in Southwest Nigeria, with a particular focus on empowering local communities. Utilising a mixed-methods approach—comprising descriptive and inferential statistics, including One-Way ANOVA, alongside semi-structured interviews—the research drew on 355 valid responses from 400 distributed questionnaires (88.8% response rate) spanning diverse professional sectors. Findings revealed a significant disconnect between corporate initiatives and the actual developmental needs of local communities. While previous scholars have emphasised the importance of partnerships and corporate social responsibility, this study advances practical, actionable recommendations. These include the institutionalisation of community-based co-design frameworks where corporations co-create development projects with local stakeholders from inception to implementation. Additionally, the study recommends the establishment of Local Development Accountability Councils (LDACs) comprising corporate representatives, community leaders, and civil society actors to ensure transparency, continuous dialogue, and contextualised impact measurement. Businesses should integrate sustainability into their core operational strategies through mandatory Environmental, Social, and Governance (ESG) compliance reporting at regional levels. Moreover, the government should incentivise private sector involvement via tax reliefs, competitive grants, and access to land or infrastructure for community-oriented projects. The study provides a novel metrics toolkit for measuring corporate-community impact tailored to the socio-economic realities of the region. Overall, the research offers deeper insights for policymakers, corporate leaders, development practitioners, and researchers seeking to align profit-driven goals with inclusive and sustainable growth in the Southwest, Nigeria.

Keywords: Corporate social responsibility, sustainable development, Southwest Nigeria, community engagement collaboration.

1. INTRODUCTION

The relationship between corporate and private sector organizations and the communities within which they operate has generated significant attention in contemporary literature due to its far-reaching sustainable development implications. The interaction between organizations and local communities is multifaceted, influencing sustainable development and social well-being. Efficient understanding the impact of these organizations on local communities is crucial in advancing sustainable development strategies and harmonious relationships between stakeholders.

In contemporary business landscapes, the Corporate Social Responsibility (CSR) initiatives undertaken by the various organizations have been a central point of discussion in evaluating their sustainable development influence on local communities [49, 10]. Moreover, the importance of understanding how these institutions align with community needs and contribute to sustainable development has been emphasized in scholarly research [62]. The operations and performance of Corporate and Private Sector Organizations play a pivotal role in the growth of sustainable development of the communities in which they operate, which cannot be understated. Understanding and evaluating the impact of these organizations' roles on local communities is significant for fostering sustainable development, enhancing societal wellbeing, and promoting inclusive growth [14, 59].

The Southwest Nigeria is a region characterized by diverse economic activities and a complex socio-cultural landscape.

The influence of Corporate and Private Sector Organizations (CPSOs) on local communities in such a region presents a unique and compelling reason(s) for a study. This study explored and assessed the sustainable development role of the performance of these enterprises to uncover the complexities and dynamics of their interactions within the region. However, the region is known for its cultural diversity, development and economic significance within the Nigerian context and has witnessed substantial unique involvement from both Corporate and Private Sector Organizations. The dynamics of these engagements have necessitated a closer examination concerning their effects on the sustainable development landscape on the local communities. Previous studies have uncovered the potential positive influence of corporate activities on community development in areas such as job creation, infrastructure enhancement and economic empowerment [8, 44]. Also, other literatures have primarily concentrated on global or national perspectives without considerations of the unique nuances and challenges present within this region [9]. Furthermore, studies addressing the interface between corporations and local communities have highlighted varying outcomes. While some emphasized positive contributions in terms of employment generation, infrastructural development, and social empowerment [44]. Others researched on the adverse effects such as environmental degradation, socio-economic disparities, and cultural disruptions [30, 31, 16, 32]. For instance, [19] highlighted the need for corporate social responsibility practices and their role in fostering community development. Similarly, [29] and [39] emphasized the significance of stakeholder engagement in mitigating adverse effects and maximizing positive outcomes in local communities affected by corporates' operations. However, the nuanced and context specific nature of these impacts remains underexplored, particularly within the Southwest Nigerian region.

The sustainable development role of corporate activities is not only crucial for community wellbeing but also hold implications for sustainable development goals (SDGs) as outlined by international bodies [60]. Understanding how the performance of CPSOs influences employment generation, infrastructure development, education, healthcare, and overall socio-economic empowerment within local communities is imperative for informed policy making and strategic interventions [38, 51]. Besides, there remains a pressing need for a comprehensive evaluation that accesses the sustainable development consequences of Corporate and Private Sector Organizations' roles on local communities in Southwest Nigeria. The study addressed this gap by conducted a unique case study analysis, employed a multidimensional framework to assess the sustainable development role of organizations' actions on the communities they serve. It also identified, best practices, challenges, and opportunities for fostering

sustainable and mutually beneficial relationships between Corporate and Private Sector Organizations and communities in this region.

Additionally, the study's importance lies in its potential as opined by [52, 12] to offer empirical insights and detained perspectives, thereby informing policy interventions, corporate strategies, and community engagement initiatives aimed at fostering sustainable development and enhancing the wellbeing of local populations. Moreover, through a comprehensive examination of Corporate and Private Sector Organizations' performance and their impact/role on local communities, this research endeavoured to contribute to the sustainable project management growing literature on corporate social responsibility, community development and sustainable business practices in Southwest Nigeria and beyond.

The assessment of the Role of Corporate and Private Sector Organizations (CPSOs) in promoting sustainable development in Southwest Nigeria is of paramount significance and holds critical theoretical implications, particularly in sustainable project management, regional development, community wellbeing and sustainable growth. This study aims to unravel the intricate relationship between CPSOs operations and community outcomes, advancing theoretical insights into project management dynamics within sustainable development contexts. Primarily, the study offers theoretical insights for policymakers and stakeholders engaged in regional development initiatives by exploring the sustainable development role of Corporate and Private Sector Organizations' performance. These can enable policymakers to formulate evidence-based strategies for fostering inclusive and sustainable development in Southwest Nigeria, addressing specific community needs and challenges [6].

Moreover, the research further enriches the theoretical discourse on sustainable project management by underscoring the significant role of the enterprises in driving sustainable development in the region and Africa at large. By scrutinizing the role of organizations' operations on local communities, the study contributes to understanding the sustainability of development initiatives in Southwest, Nigeria. It aligns with the calls for sustainable project management practices prioritizing community well-being [54]. Additionally, the study extends contributions to corporate social responsibility (CSR) by providing insights for organizations operating in Southwest Nigeria. By discerning the sustainable development effects/roles of their operations, CPSOs can tailor their strategies to promote positive outcomes and enhance their CSR initiatives. However, theoretical implications emerge from identifying areas for improvement in organizations' engagement with local communities, emphasizing proactive collaboration to foster sustainable development and mutual benefit [4]. Thus, this research

enriches the understanding of CSR practices within the context of sustainable development in the region.

The assessment of the role of Corporate and Private Sector Organizations (CPSOs) in promoting sustainable development in Southwest Nigeria is a critical endeavour that requires scrutiny. However, existing literature reveals several research gaps that necessitate further exploration. Firstly, while previous studies have examined the general effects of organizations' operations on community outcomes, there is still a lack of comprehensive analyses specific to the Southwest Nigerian context. Authors such as [2], [3], emphasized the need for research that considers the unique role of institutions in promoting sustainable development dynamics of the region and the diverse impacts of Corporate and Private Sector Organizations on local communities. Also, other studies in Southwest Nigeria, outlined the intricate relationship between Corporate and Private Sector Organizations' operations and community outcomes, such as exploring impacts on education, healthcare, infrastructure, and employment. [31], [16], [28].

Moreover, there is also limited research focusing on the long-term sustainability of CPSOs engagements in Southwest Nigeria. Despite efforts to assess the immediate effects of organizations' operations, studies often overlook the enduring roles and implications for future development initiatives. Besides, scholars advocate for a more detailed understanding of the sustainable development dynamics, including the environmental repercussions and ethical dimensions of the enterprises engagements, to inform sustainable development policies and practices [55]. Furthermore, the literature lacks comprehensive studies addressing the role of public private partnerships (PPPs) in driving/promoting sustainable development in local communities of Southwest, Nigeria. Negligence of PPPs in current research limits insights into the collaborative dynamics between government entities, private sector organizations and local communities. Other scholars emphasized the importance of assessing the significance and implications of PPPs in relation to community development, highlighting the need for inclusive research that considers PPPs' role in fostering sustainable development and equitable growth in the region [15, 49]. Closing these research gaps is imperative to gain a holistic understanding of the role of Corporate and Private Sector Organizations in promoting sustainable development in Southwest Nigeria, facilitating effective policies and sustainable practices for balanced and inclusive growth.

2. LITERATURE REVIEW

2.1 Sustainable Development Impacts on Projects in Africa

The sustainable development impacts on projects in Africa, particularly in Nigeria, is crucial for understanding their implications on regional development, community welfare, <https://doi.org/10.53982/ajea.2025.0301.15-j>

and economic growth. There are valuable insights into the diverse effects of projects on local communities and sustainable development. One significant aspect of project impacts is the influence on employment and income generation. Besides, the importance of infrastructure projects in creating job opportunities and stimulating economic growth and sustainable development in Nigeria cannot be over-emphasized. Also, large-scale infrastructure projects, such as road construction and urban development initiatives, have a positive impact on employment rates and income levels, particularly in local communities where job opportunities are limited [22]. Similarly, the sustainability impacts of agricultural projects in Nigeria and their contribution to poverty reduction and food security have played a very important role in local communities' development. Additionally, this has reflected the uniqueness of agricultural investments in improving livelihoods and promoting sustainable development in rural communities [42].

Moreover, projects in Africa often have significant implications for social welfare and community well-being. For example, healthcare projects play a vital role in improving access to healthcare services and reducing disease burden in Nigeria. There are positive effects of healthcare infrastructure projects on health outcomes and community development. The investments in healthcare facilities, such as hospitals and clinics, contribute to better health outcomes, increased life expectancy, and enhanced quality of life for local populations [1]. Similarly, educational projects have been shown to have a profound impact on human capital development and sustainable infrastructure projects development progress in Nigeria. The effects of educational initiatives on literacy rates, school enrolment, and academic performance have highlighted the importance of investing in education for sustainable development [43].

However, despite the potential benefits of projects in Africa, especially from CPSOs, challenges and limitations exist that must be addressed to maximize their sustainable development impacts. One key issue is the lack of effective project management and governance mechanisms. Various studies have identified governance failures and corruption as significant barriers to project success in Nigeria. Their research revealed that mismanagement of project funds, bureaucratic inefficiencies, and lack of accountability often lead to project delays, cost overruns, and substandard outcomes [47]. Additionally, inadequate stakeholders' engagement and community participation have been identified as challenges that hinder the realization of positive sustainable development impacts. Furthermore, insufficient consultation with local communities and marginalized groups often results in project resistance, social unrest, and conflicts, undermining project sustainability and effectiveness [41].

2.2 The Significance of Corporate and Private Sector Organizations (CPSOs) on Local Communities

Corporate and Private Sector Organizations (CPSOs) are recognized as pivotal entities in the advancement of sustainable projects within local communities worldwide [31]. Research by scholars has delved into the intricate relationship between the performance of these organizations and their profound influence on the sustainable development landscape. Additional studies have revealed the indispensable role CPSOs play in promoting sustainable growth and social welfare in developing regions [13, 28].

CPSOs contribute significantly to infrastructure development, employment generation, and knowledge enrichment within the communities where they operate. Moreover, they play a crucial role in reshaping the sustainability framework of their respective communities, influencing diverse aspects of life and progress [13, 18, 36].

2.1.1 Sustainable development impacts of corporate and private sector organizations (CPSOs) to local communities

The expectation of the citizens from the CPSOs in most of the communities are significantly to contribute to the economic growth, providing employment opportunities, and enhancing sustainable infrastructure development [26], [20]. These corporations serve as key drivers of development, facilitating innovation and entrepreneurship [33]. Furthermore, studies emphasized the role of Corporate and Private Sector Organizations in advancing social welfare through community engagement programs and corporate social responsibility initiatives [31]. Also serve as pivotal agents driving sustainable development within local communities worldwide. Hence, existing literatures emphasized the multifaceted contributions expected of CPSOs and highlighted their various dimensions of socio-economic impact and development on the local communities and Africa at large.

2.1.2 Infrastructure development and service provision

Corporate and Private Sector Organizations (CPSOs) are critical and catalyst in enhancing infrastructure within local communities. The organizations undertake various projects aimed at improving roads, utilities, healthcare facilities, educational institutions, and other critical infrastructure [38, 64, 34]. The investments made by CPSOs contribute significantly to the development and modernization of communities' infrastructure [18, 36]. Besides, through funding, building, and equipping healthcare centers and schools, these institutions address crucial societal needs and enhance access to quality healthcare and education [26, 20]. These initiatives have a profound impact on community well-being and human capital development [30, 31].

Moreover, infrastructure development by CPSOs extends to utilities such as water supply, electricity, and sanitation systems. The organizations invest in projects aimed at providing reliable and sustainable utilities to local communities, thereby improving living standards [5]. Access to basic services is crucial and essential for communities' development and contributes significantly to poverty alleviation and overall societal progress [6], [27]. In this 21st century, CPSOs are also increasingly involved in technology-driven infrastructure projects aimed at enhancing connectivity within communities. Initiatives focusing on internet access, telecommunication networks, and digital connectivity contribute to bridging the digital divide, empowering communities, and fostering sustainable growth [33]. However, while Corporate and Private Sector Organizations contribute to infrastructure development, challenges persist. For example, unequal distribution of infrastructure benefits, environmental concerns, and maintenance issues often arise [32, 30, 16]. Therefore, to ensure sustainable development, emphasis should be on incorporating eco-friendly practices, community engagement in project planning, and long-term maintenance strategies [21, 44, 60].

The infrastructure development and service provision by CPSOs significantly impact local communities by addressing fundamental needs and promoting sustainable development. However, there is a need for concerted efforts to address challenges and ensure sustainable infrastructure development. Future perspectives call for inclusive and environmentally conscious approaches that prioritize community needs, sustainable practices, and equitable distribution of infrastructure benefits. This review highlights the multifaceted role of CPSOs in infrastructure development and service provision within local communities, emphasizing the significance of these initiatives for societal progress and the need for sustainable and inclusive development strategies.

2.1.3 Employment generation and skill development

The responsibility of Corporate and Private Sector Organizations (CPSOs) in generating employment opportunities within local communities cannot be over-emphasized. Studies highlight that these organizations are significant contributors to job creation, offering diverse employment prospects across various sectors [20, 27]. The employment opportunities provided by CPSOs often contribute to reducing unemployment rates and enhancing livelihoods in these communities [33]. Additionally, these organizations do embark in skill development programs, providing training and capacity-building initiatives that empower individuals and enhance employability [27]. CPSOs further actively engage in skill development initiatives within local communities. These include, conduct of training programs, workshops, and capacity-building exercises aimed

at enhancing the skill sets of community members [20, 27]. In addition, such initiatives focus on empowering individuals with the necessary competencies and qualifications, aligning them with market demands and improving their employability prospects [21]. Studies indicate that when community members are gainfully employed by these organizations, there is an improvement in income levels, access to basic amenities, and a reduction in poverty rates [60].

2.1.4 Challenges and opportunities: Task before corporate and private sector organizations (CPSOs)

Effective community engagement strategies by CPSOs emphasize the importance of partnerships between organizations and local communities [28]. However, collaborative efforts often result to mutual understanding, trust, and sustainable development, leading to a more effective interventions and solutions for community challenges. While acknowledging the positive impacts, various studies have highlighted challenges such as uneven distribution of benefits, environmental concerns, and ethical considerations in the operations of CPSOs within local communities [59]. Addressing the challenges presents opportunities for organizations to adopt sustainable practices and enhance their positive contributions. Summarily, the organizations significantly impact on local communities by bringing forth both challenges and opportunities in their interactions and operations within the following areas:

Firstly, there were challenges of *uneven distribution of benefits*. Studies highlight disparities in the distribution of benefits generated by Corporate and Private Sector Organizations within local communities, often leading to marginalized groups being excluded from the advantages [16, 25, 46]. Also, the operations of CPSOs often pose environmental challenges, including pollution, deforestation, and resource depletion, affecting the ecological balance of the local ecosystem. Moreover, ethical dilemmas arise regarding the practices of Corporate and Private Sector Organizations, such as labour exploitation, disregard for human rights, and unethical business conduct, which can have adverse effects on communities. In addition, insufficient engagement between these organizations and local communities lead to a lack of understanding of community needs, resulting in ineffective interventions and limited sustainable development [36, 20].

Furthermore, in considering the principles of sustainable practices in project management, Corporate and Private Sector Organizations (CPSOs) could adopt sustainable business practices, integrating environmental conservation, ethical conduct, and community development into their operations [31]. For example, opportunities are available for the organizations to engage in Corporate Social Responsibility (CSR) activities, contributing to community welfare through initiatives such as education programs, healthcare provisions,

and infrastructure development [62, 43, 52, 53]. In addition to the assertions of the scholars, establishing collaborative partnerships between Corporate and Private Sector Organizations and local communities respectively fosters mutual understanding and enables joint efforts in addressing challenges, leading to more impactful interventions. While opportunities lie in advocating for and complying with policies that promote responsible business practices, encouraging enterprises to adhere to ethical standards and contribute positively to community development.

2.1.5 Policy implications and future directions: A guide for policy makers

The need for coherent policies and regulations that promote responsible practices by Corporate and Private Sector Organizations while maximizing their positive impacts on local communities cannot be underrated [21, 63]. These policies should point towards the long-term effects and sustainability of CPSOs' engagement with local communities.

2.2 Theoretical Review

The theoretical underpinnings of the role of corporate and private sector organizations in promoting sustainable development in Southwest Nigeria encompass various dimensions of sustainable development, corporate social responsibility (CSR), and regional economic dynamics. There are various scholars who have contributed to this discourse by examining the intricate relationship between organizations' activities and community outcomes, shedding light on theoretical frameworks that guide this study as outlined.

2.2.1 Sustainable development theory

This theory serves as a fundamental mirror to analyze the sustainable development role of Corporate and Private Sector Organizations (CPSOs) activities on local communities. It stretches the importance of achieving sustainable growth, social equity, economic growth and environmental protection in a manner that preserves resources for future generations [61]. This theoretical perspective underscores the interconnectedness between sustainable development, economic, social, and environmental dimensions of development, advocating for a holistic approach that considers the long-term implications of current actions [63]. The sustainable development principles should guide organizations' operations, particularly in Southwest Nigeria, where balancing projects development growth with environmental conservation and social equity is of immense priority for sustainable community development [45]. Furthermore, sustainable development principles which include, environmental stewardship, social equity, and economic prosperity, should regulate organization' operations to ensure positive outcomes for local communities in

Southwest Nigeria. This perspective emphasizes the importance of incorporating environmental considerations into business practices to minimize negative impacts on natural ecosystems and promote ecological sustainability. Besides, social equity emphasizes that, development benefits should be distributed equally among all segments of society, particularly marginalized groups, to foster inclusive growth and reduce socio-economic disparities. On the other hand, economic prosperity involves promoting sustainable development growth while ensuring that resources are managed responsibly to support future generations' needs [45].

Furthermore, sustainable development theory further highlights the need for collaboration and partnership between Corporate and Private Sector Organizations, civil society, and local communities to achieve development goals. This entails engaging stakeholders in decision-making processes, fostering dialogue, and promoting participatory governance mechanisms to ensure that development initiatives align with community needs and aspirations [58]. Adopting a collaborative approach that is solidly rooted or established in sustainable development principles, such organizations can leverage their resources and expertise to drive positive socio-economic change while contributing to environmental conservation and social progress in local communities of Southwest Nigeria and in Africa.

2.2.2 Corporate social responsibility (CSR) theory

The theory offers a comprehensive framework for understanding the role of Corporate and Private Sector Organizations in promoting Sustainable Development in Southwest Nigeria on local communities. According to this theory, organizations are not only responsible for maximizing profits but also for considering the interests of various stakeholders, including employees, customers, suppliers, and the broader community [17]. However, further explanation on this theory, suggesting that CSR activities can enhance CPSOs reputation, mitigate risks, and create long-term value for both shareholders and society. The perspective about CSR underscores its potential to drive positive sustainable development outcomes by integrating social and environmental concerns into business strategies [35].

Recent studies have emphasized the significance of organizations' CSR initiatives in addressing socio-economic challenges and promoting sustainable development, particularly in regions like Southwest Nigeria. However, scholars highlight how organizations' engagement in CSR activities, such as community development projects, philanthropy, and ethical business practices can enhance good sustainable development outcomes for local communities [1, 2, 3, 4]. Additionally, by investing in education, healthcare, infrastructure, and environmental conservation, CPSOs can enhance the well-being of communities, alleviate poverty, and

foster economic growth and needed development. This aligns with the notion of strategic CSR, which emphasizes the integration of social and environmental goals into business strategy to create shared value for both the company and society [50].

Furthermore, studies have explored the relationship between CSR and corporate financial performance (CFP), shedding light on the potential benefits of CSR initiatives for organizations' operating in Southwest Nigeria. A positive correlation between CPSOs' CSR activities and their financial performance, suggesting that CSR can contribute to enhanced profitability and competitiveness [40]. This supports the assertion of [24] that socially responsible behaviour can ultimately benefit organizations by building trust with stakeholders, improving brand reputation, and reducing regulatory risks. Thus, CSR theory not only provides a framework for understanding organizations' social and environmental responsibilities but also offers insights into the strategic advantages of CPSOs initiatives in driving sustainable development and economic prosperity in local communities.

2.2.3 The stakeholder theory

The theory provides a robust framework for understanding the multifaceted relationships between Corporate and Private Sector Organizations and local communities, emphasizing their roles and responsibilities towards various stakeholders. Firms are obligated to consider the interests of stakeholders, including employees, customers, suppliers, and the broader community, in their decision-making processes [23]. There are significances of stakeholder engagement in promoting mutually beneficial relationships between organizations and local communities in Southwest Nigeria. Through active involvement of stakeholders in decision-making processes, organizations can gain valuable insights into community needs and concerns, thereby enabling them to tailor their strategies to address these issues effectively. By incorporating stakeholder interests and benefits into the various CPSOs operations, socio-economic growth and sustainable development outcomes will ultimately be guaranteed in the region [7].

Moreover, recent research underscores the evolving nature of stakeholder theory and its implications for corporate behaviour and community engagement. There should be a more inclusive approach to stakeholder management, emphasizing the importance of recognizing the diverse interests and perspectives of stakeholders, particularly in the context of complex sustainable development environments like Southwest Nigeria. By adopting a holistic view of stakeholder engagement, organizations can build trust and credibility within local communities, thereby facilitating collaboration and partnership in pursuit of shared sustainable

development goals [37]. This approach not only enhances the effectiveness of corporate initiatives but also contributes to the overall well-being and resilience of local communities in the face of sustainable development challenges.

2.2.4 The regional economic development theory

The theory emphasizes the dynamics of Corporate and Private Sector Organizations interactions with local communities and their broader impact on regional prosperity. The theory stressed the multifaceted role of organizations in driving economic growth, sustainable development, job creation, and income generation within a given region [57]. In addition, CPSOs' performances are important in stimulating sustainable development, particularly in Southwest Nigeria, where such play a central role in enhancing living standards and promoting economic growth. Through their activities, for example, attracting investments, creating employment opportunities, and supporting local businesses, contribute to the overall developmental vibrancy of the region [11].

Conclusively, regional economic development theory underscores the interdependence between organizations and local communities in fostering sustainable growth and prosperity. However, the role of stakeholder collaboration and engagement in promoting sustainable development at the regional level is of great importance. Through partnerships with local governments, community organizations, and other stakeholders, organizations can leverage resources and expertise to address regional challenges and capitalize on opportunities for growth [57]. By aligning their interests with those of the community and adopting inclusive development strategies, organizations can contribute to the creation of vibrant, resilient, and sustainable regional economies.

3. METHODOLOGY

This study adopted a case study approach to explore the contributions of corporate and private sector organizations to sustainable development in Southwest Nigeria. A multi-stage sampling technique was employed. Firstly, purposive sampling was used to select states and communities where corporate and private organizations have visible operations and community development interventions. This was followed by stratified random sampling to ensure proportional representation of key stakeholder groups, including Local Community Leaders, Youth Leaders, Corporate Organization Workers, Private Organization Workers, Business Women, and Business Men.

Data collection employed a mixed-methods strategy. Quantitative data were collected using a structured questionnaire. The instrument was reviewed by subject matter experts for content validity, pilot-tested among 30 respondents in a non-study area and refined based on feedback to improve clarity and reliability. Cronbach's alpha

coefficient for internal consistency yielded a value of 0.87, indicating a high level of reliability. Qualitative data were gathered through semi-structured in-depth interviews and focus group discussions (FGDs) with key informants, including community leaders, organizational managers, and youth representatives. The interviews followed a flexible guide to allow participants to share diverse perspectives. Data analysis integrated both quantitative and qualitative techniques. Descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics, including One-Way Analysis of Variance (ANOVA), were used to analyse quantitative data with SPSS version 26. For the qualitative data, transcripts were subjected to thematic analysis. Coding was done manually and with NVivo software to identify recurring themes, patterns, and relationships across responses. Two independent coders cross-checked emerging themes to enhance rigor and reliability. Out of 400 distributed questionnaires, 355 completed and analysable responses were retrieved, resulting in an 88.8% response rate. Respondents had diverse professional backgrounds: 26.8% were Local Community Leaders, 25.3% Youth Leaders, while others included Corporate Organization Workers, Private Organization Workers, Business Women, and Business Men.

The findings were interpreted within the context of existing literature and theoretical frameworks to identify critical factors influencing the role of corporate and private sector organizations in advancing sustainable development in the region.

4. RESULTS AND DISCUSSION

Table 1 and Figure 1 respectively illustrated respondents' negative perceptions regarding the roles of corporate and private sector organizations on sustainable development in Southwest, Nigeria. Both the figure and the table highlighted various concerns, indicating a lack of public-private partnership as the most prominent issue with a mean score of 4.099. Unemployment among the community's youth closely follows, ranking at 4.000, while inadequate infrastructural development and the increase in rural-urban migration are ranked third and fourth, respectively, with mean scores of 3.995 and 3.989. These findings underscored the community's concerns and negative perceptions about the role of corporate and private sector organizations in Southwest Nigeria, emphasizing critical areas that require attention and potential improvement to foster sustainable development within the region.

Table 1: Local communities' perceptions about the role of corporate and private sector organizations on sustainable development in Southwest, Nigeria

	Roles	Mean	S.D.	Rank
Local Communities	Lack of Public Private Partnership (PPP)	4.099	1.087	1
	Unemployment among the community's youths	4.000	1.136	2
	Inadequate infrastructural development	3.995	1.098	3
	Increase in Rural - urban migration	3.989	1.132	4
	Lack of community industrializations	3.916	1.139	5
	Inadequate knowledge development	3.724	1.279	6
	Inadequate civilisation	3.642	1.239	7

Source: Author's Field Work (2024)

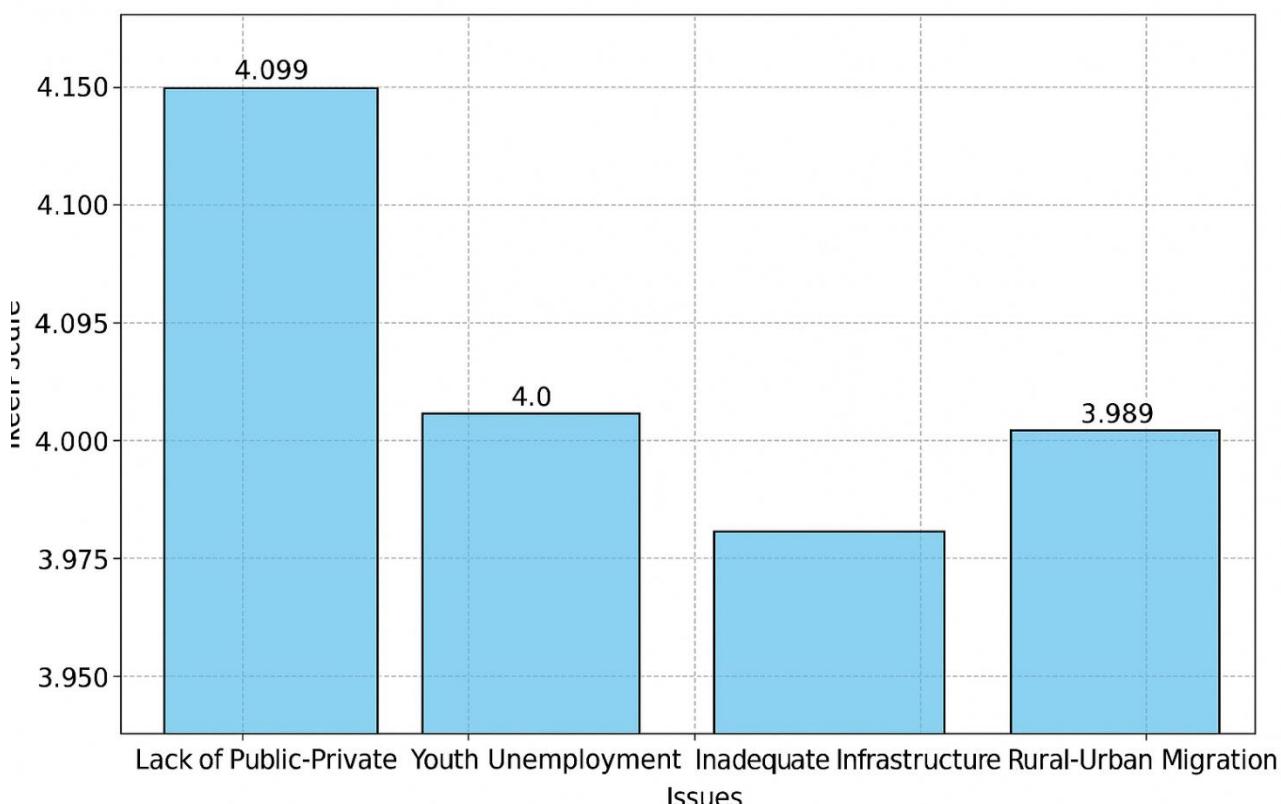


Figure 1: Respondents' negative perceptions of corporate and private sector roles in sustainable development in Southwest, Nigeria

4.1 One-Way Analysis of Variance for Roles of Corporate and Private Sector Organizations (CPSOs) on Sustainable Development in Southwest, Nigeria

Table 2 and Figure 2 showed the result of a one-way ANOVA that was conducted to examine differences in the perceived roles of Corporate and Private Sector Organizations (CPSOs) on sustainable development across states in South-West Nigeria. The analysis

revealed a statistically significant variation in respondents' perceptions under the category of local communities ($F = 13.481, p = 0.000$). This suggested that individuals from different states perceived the contributions of CPSOs to sustainable development differently. The variation could be attributed to differences in corporate presence, the scale and visibility of CSR initiatives, the socio-economic realities of each

state, and the extent of community engagement and communication by CPSOs.

The findings implied the need for more localized and inclusive approaches to corporate led development efforts. It was recommended that CPSOs conduct regular needs assessments to tailor interventions to each state's unique context. Establishing state level community development

committees and improving transparency through effective communication channels were also encouraged. Furthermore, state governments were advised to create policy incentives, such as tax reliefs or recognition programs, to promote strategic and impactful corporate involvement in sustainable community development.

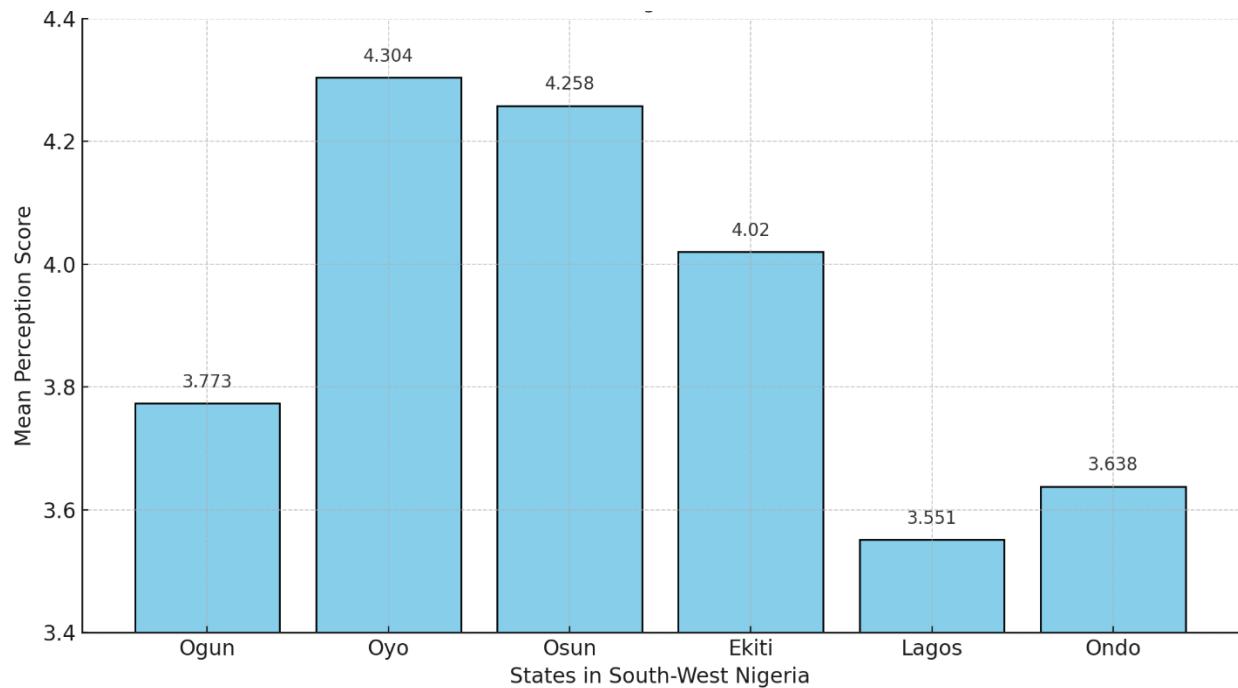


Figure 2: Perceived roles of CPSOs on local communities' sustainable development across South-West, Nigeria

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Table 2: Local communities' perceptions about the role of corporate and private sector organizations on sustainable development by different states in South-Western Nigeria

Roles	Ogun		Oyo		Osun		Ekiti		Lagos		Ondo		Total	
	Mean	Rank												
Lack of Public Private Partnership (PPP)	3.919	1	4.403	1	4.600	1	4.392	1	3.491	5	3.870	1	4.099	1
Unemployment among the community's youths	3.638	6	4.299	6	4.450	3	4.200	2	3.618	2	3.857	2	4.000	2
Inadequate infrastructural development	3.841	3	4.308	5	4.500	2	4.187	3	3.528	4	3.727	3	3.995	3
Increase in Rural - urban migration	3.810	4	4.348	2	4.375	4	4.093	4	3.750	1	3.684	5	3.989	4
Lack of community industrialisations	3.885	2	4.318	3	4.308	5	3.959	5	3.415	7	3.701	4	3.916	5
Inadequate knowledge development	3.919	1	4.403	1	4.600	1	4.392	1	3.491	5	3.870	1	4.099	1
Inadequate civilisation	3.638	6	4.299	6	4.450	3	4.200	2	3.618	2	3.857	2	4.000	2

Source: Author's Field Work (2024)

Table 3 and Figure 3 also reflected a significant difference in the perceived roles of Corporate and Private Sector Organizations (CPSOs) on local communities' sustainable development across South-West Nigerian states ($F = 13.481$, $p = 0.000$). Respondents from Oyo and Osun reported higher mean scores, suggesting more impactful or

visible CPSOs activities, while Lagos and Ogun recorded lower means, possibly due to urban complexities, limited community engagement, or misaligned CSR efforts. The statistical results suggest significant contextual differences in stakeholder perceptions across the states.

Table 3: One-Way analysis of variance for roles of corporate and private sector organizations on local communities' sustainable development in Southwest, Nigeria

	State	Mean	S.D.	F	Sig.
Local Communities	Ogun	3.773	0.119	13.481	0.000***
	Oyo	4.304	0.083		
	Osun	4.258	0.387		
	Ekiti	4.020	0.282		
	Lagos	3.551	0.110		
	Ondo	3.638	0.234		
	Total	3.924	0.365		

Note: S.D. = Standard deviation; Sig. = significance level; ***ANOVA is significant at the 0.01 level (2-tailed).

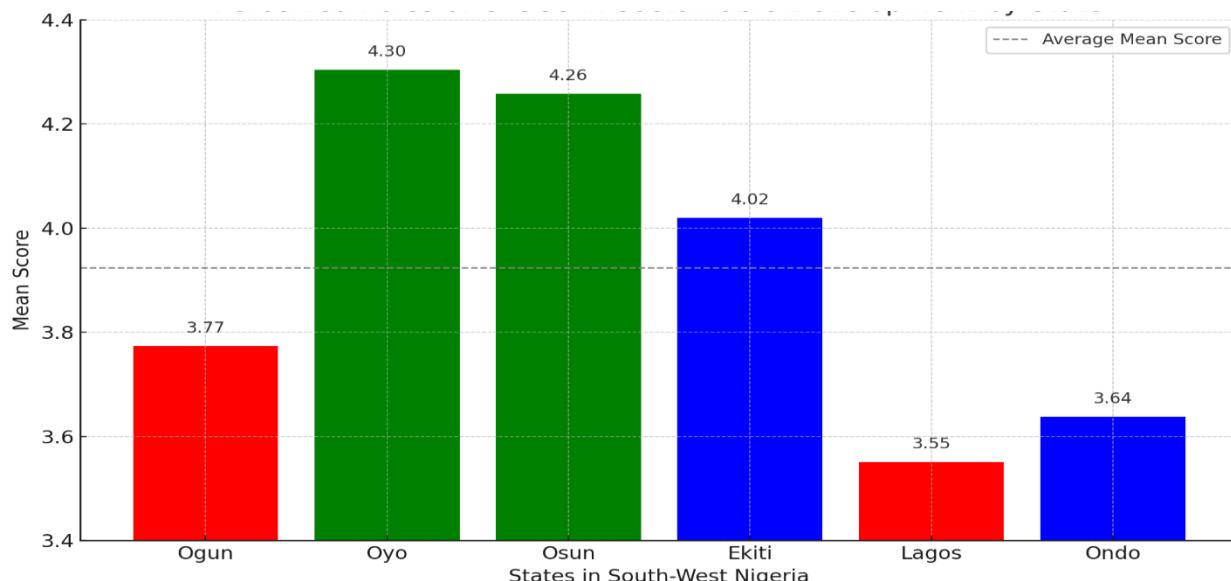


Figure 3: Perceived roles of CPSOs in sustainable development by state

4.2 Post-Hoc Tests for Roles of Corporate and Private Sector Organizations (CPSOs) on Local Communities' Sustainable Development in Southwest, Nigeria

Table 4 revealed statistically significant disparities in how respondents from different Southwest Nigerian states perceived the roles of Corporate and Private Sector Organizations (CPSOs) in promoting sustainable development. Specifically, Ogun State recorded significantly lower mean values compared to Oyo (mean diff. = -0.531, $p = 0.000$) and Osun (mean diff. = -0.485, $p = 0.000$), indicating a perceived underperformance of CPSOs in Ogun. Similarly, Lagos and Ondo states had notably lower scores compared to Oyo, Osun, and Ekiti,

suggesting less visible or less effective CPSOs-led development interventions in those states. These differences may be attributed to contextual factors such as disparities in corporate presence, stakeholder engagement, policy enforcement, and socio-economic development priorities across the states. The findings suggest the need for state-specific strategies and underscore the importance of localized corporate-community engagement models. Practically, stakeholders mainly policymakers and development planners should prioritize state sensitive sustainability frameworks and incentivize CPSOs to adopt inclusive and context driven community development initiatives tailored to local needs.

Table 4: Post-Hoc tests for roles of corporate and private sector organizations (CPSOs) on local communities' sustainable development in Southwest, Nigeria

	State	Mean Diff.	Std. Error	Sig.
Local Communities	Ogun	Oyo	-0.531	0.123
		Osun	-0.485	0.123
	Oyo	Lagos	0.753	0.123
		Ondo	0.666	0.123
	Osun	Lagos	0.707	0.123
		Ondo	0.620	0.123
	Ekiti	Lagos	0.469	0.123
		Ondo	0.382	0.123

Note: Sig. = significance level; ***ANOVA is significant at the 0.001 level (2-tailed); **ANOVA is significant at the 0.01 level (2-tailed).

5. CONCLUSION

This study critically examined the role of Corporate and Private Sector Organizations (CPSOs) in advancing sustainable development within local communities across Southwest Nigeria, drawing on theoretical frameworks of corporate social responsibility, inclusive stakeholder engagement, and regional economic development. The analysis revealed that while CPSOs have made notable contributions to community development through initiatives such as educational support, healthcare delivery, and infrastructure projects, their efforts are often undermined by systemic challenges. Key issues identified include the absence of well-structured public-private partnerships (PPPs) to coordinate development strategies, persistent infrastructural deficits, limited mechanisms for effective knowledge transfer, low levels of industrialization, and alarmingly high rates of youth unemployment. These challenges underscore a significant misalignment between corporate interventions and the actual developmental priorities of the host communities, ultimately constraining the sustainability and long-term impact of these initiatives. Addressing these gaps requires a more strategic, participatory, and context specific approach to ensure that CPSOs-led interventions meaningfully contribute to inclusive and sustainable development outcomes.

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